



Naut'sa mawt
TRIBAL COUNCIL



ADAPTING TO GROWTH

Naut'sa mawt Tribal Council Annual Report 2018-2019

Culture siyólexwe DAX,ET Naut'sa mawt
s'iwesá:ylhem xa-usthelum Learn
Osiem 'imush q'ép Emot? Sul-hween
Integrity Osiem ti:sx^wəs Walk WÍÇSENEK
Hwiyunem totí:It ÇEN,TOL NECITEL
łaxay WÍÇSENEK Collaborate ta?ow
xa-usthelum ti:sx^wəs ímexstexw
Together čiyε?anə tıtwšəm q'ép
DAX,ET Naut'sa mawt siyólexwe
SIIÁM TFE NE SCÁLEĆ Together'imush
Ni'wut Sul-hween?εməš q'ép totí:It
ímexstexw Respect s'iwesá:ylhem

ADAPTING TO GROWTH

Naut'sa mawt Tribal Council Annual Report 2018-2019

Snaw-naw-as member Lawrence Mitchell at the two-day Hul'qumi'num language symposium held on May 29 and 30th in Snuneymuxw and Stz'uminus territory.

ʔəy' sweyəl

Table of Contents

Message from the Chairman of the Board and CAO	6
Naut'sa mawt Tribal Council	9
Member Nations	9
Our Vision	10
Our Values	11
Organizational Structure	12
Corporate Governance	14
2018-2019 Board of Directors	15
2018-2019 Elder's Council	17
Advisory Services	19
Message from the Director of Advisory Services	20
2018 Needs Assessment	23
Collaborative Advisory Services	24
Community Planning	30
Economic Development	32
Finance and Administration	33
Governance	34
Communication Liaison	35
Technical Services	36
Value Added Services	40
Salish Sea Sentinel	41
3rd Annual NmTC Golf Tournament	43
Naut'sa mawt Project Management	43
Cultural Grants	43
Naut'sa mawt Events	44
Naut'sa mawt Resources Group	46
Indigenous Green Economy Conference	48
Financial Management	51
	52
Management Statement of Responsibility	54
Independent Auditor's Report	56
Consolidated Financial Statements	58



*K'ómoks is welcomed to
Naut'sa mawt Tribal Council*



Naut'sa mawt
TRIBAL COUNCIL



Chief Darren Blaney, Chair
NmTC Board of Directors



Gary Reith, CAO
Naut'sa mawt Tribal Council

Message from the Chairman of the Board and CAO

Chief Darren Blaney, Chairman of the Board
Gary Reith, Chief Administrative Officer

We are pleased to welcome you to the 2018-2019 Annual General Meeting of Naut'sa mawt Tribal Council. The efforts of Directors, Elders and staff of the Tribal Council have caused us to do our work throughout the year. I thank them all for their dedication. I offer special thanks to Chief Bryce Williams, of the Tsawwassen First Nation. Chief Williams served as Chair of the Tribal Council for 5 years.

Our theme for this AGM is Adapting to Growth. Both our advisory services and our fee for service activities had a record increase in activity. Without doubt, this has posed challenges. The challenges facing an organization that has a sincere desire to provide relevant and effective services, are made even more complex by the scale of our activity.

Services to members are the heart of the organization, and the only reason we exist. For the Tribal Council to be effective and relevant, we must identify "what" services our members need. We use several means to obtain this guidance. These include feed back from directors. We prepare questionnaires, and ask for feedback at our events, including this AGM. We also engage services from our dedicated communications liaison.

Once we understand the "what", then it is our challenge to determine the "how." We must craft programs that address requirements – even if we contemplate providing support in areas that lie outside our normal core services: administration, community planning, economic development, , governance, and technical services.

This year, we tried a new way to provide support. This involved bringing experts to communities, where they could engage with many staff. By contrast, it had been more common for us to encourage a few staff from each member to attend events to receive training.

We engaged Dr. Manley Begay to deliver our Nation-to-Nation Mentorship Project. Dr. Begay, co-director of the Harvard project on American Indian Economic Development, provided. mentorship workshops to members about national rebuilding. Then, Chris Derickson of Westbank First Nation toured members and provided mentorship on nation-building successes. Members expressed great support for this way to deliver professional development.

As the scale of NmTC's operations has increased so has our need to generate our own revenue. To be clear, the sole purpose of this revenue is to enable the Tribal Council to serve members.

This year our project management and event planning services operated at levels which had never been seen before. Further, we no longer rely on Indigenous Services Canada. We claim other federal agencies as clients and also the province of British Columbia.

The National Inquiry on the Missing and Murdered Indigenous Women and Girls (MMIWG) is a highlight from the year. The scale and complexity of managing the event logistics stretched the Tribal Council. The challenges have helped cement our organization as the largest Indigenous event management organization in Canada. It has helped us develop policies and procedures that will support events in the future.

ed long hours on our behalf.

This year among many notable events, several stand out:

- Adding Komoks First Nation as our eleventh member.
- Saying farewell to Snuneymuxw First Nation – one of our founding members.
- Expanding our Elders Council to include an Elder from each member nation.
- Starting projects on data governance. These will lead to better reporting and common tools for members.
- Continuing efforts to provide common tools and resources for our members. This includes initiatives that address issues important to First Nations in Canada. For example –the continued development of our Housing Policy Toolkits.
- Helping Tribal Council members assess the new Housing and Infrastructure Committee. The impact of its recommendations could change the delivery of services in a drastic way.

It has been an honour to contribute to the leadership of Naut'sa mawt Tribal Council. While we may not know what challenges or opportunities lie ahead, we are sure to face them in the spirit of Naut'sa mawt: working together as one.

Thank you for contributing your support to our Tribal Council. It has been an honour to serve.

Gary Reith

Gary Reith, CAO
Naut'sa mawt Tribal Council

Darren Blaney

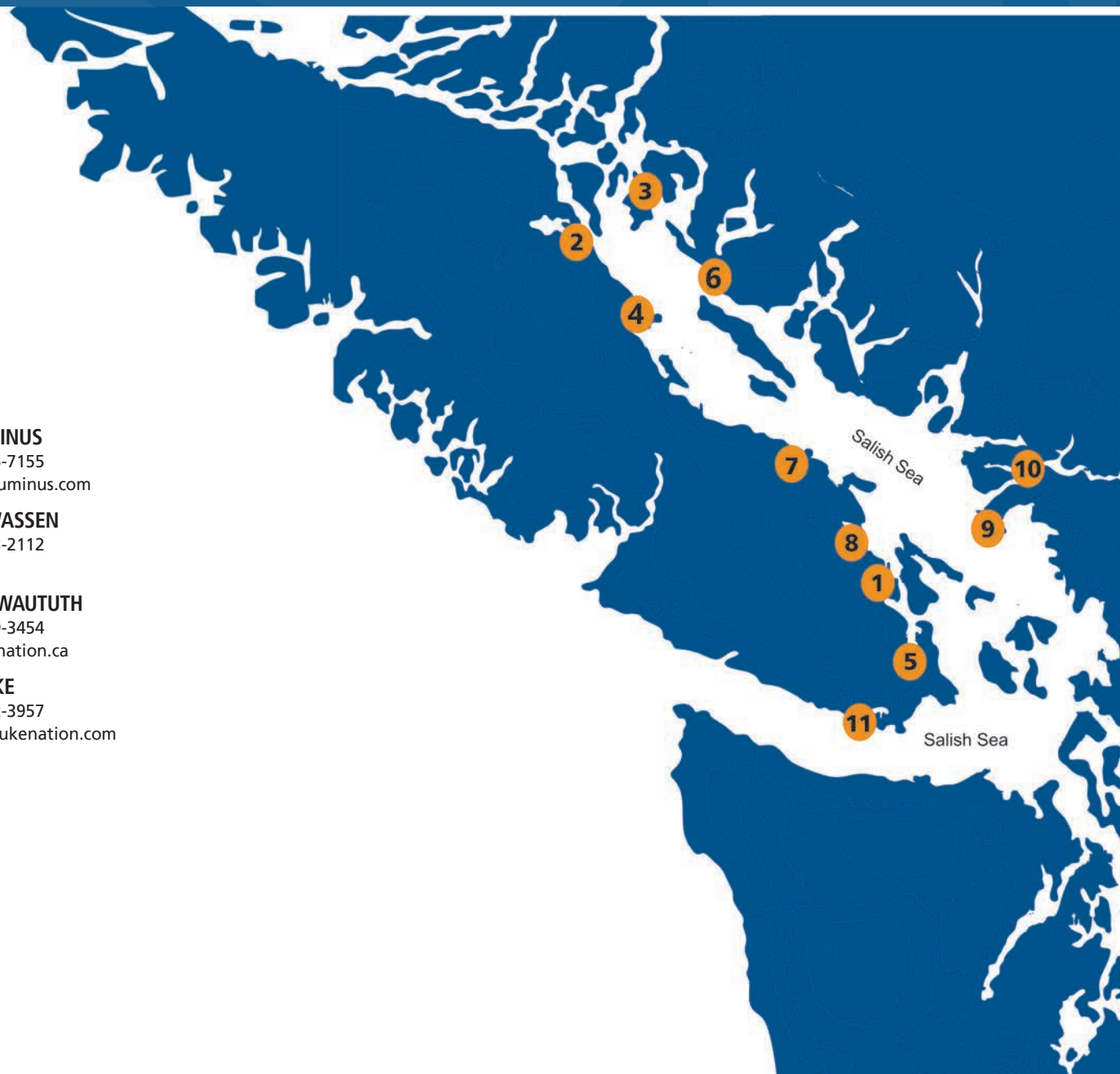
Chief Darren Blaney, Chair
Naut'sa mawt Tribal Council Board of Directors

The Khowutzun Tzinquaw Dancers performed at the sixth annual 2018 Malahat Golf & Gala. Malahat Nation raised \$316,000 for a new community kitchen.



Naut'sa mawt Tribal Council Member Nations

1. **HALALT**
(250) 246-4736
www.halalt.org
2. **HOMALCO**
(250) 923-4979
www.homalco.com
3. **KLAHOOSE**
(250) 935-6536
www.klahoose.com
4. **K'ÒMOKS**
(250) 339-4545
www.komoks.ca
5. **MALAHAT**
(250) 743-3231
www.malahatnation.com
6. **TLA'AMIN**
(604) 483-9646
www.tlaaminnation.com
7. **SNAW-NAW-AS**
(250) 390-3661
www.nanoose.org
8. **STZ'UMINUS**
(250) 245-7155
www.stzuminus.com
9. **TSAWWASSEN**
(604) 943-2112
www.tsnation.ca
10. **TSLEIL-WAUTUTH**
(604) 929-3454
www.twntion.ca
11. **T'SOU-KE**
(250) 642-3957
www.tsoukenation.com





Naut'sa mawt
TRIBAL COUNCIL

Naut'sa mawt Tribal Council supports its member nations in realizing their efforts towards self reliance, self governance, connection to culture, and quality of life now and for future generations.

Working Together As One

Naut'sa mawt Tribal Council

Naut'sa mawt Tribal Council (NmTC) was incorporated as a society in 1983 under the name of the Alliance Tribal Council, operating under broad authorities provided by the Indigenous Services Canada (ISC) and the Indian Act. Tribal Councils are as groupings of First Nations with common interests who voluntarily join together to provide advisory and/or program services to their member nations. NmTC is a registered society under the BC Society Act, S-0018531.

NmTC proudly serves eleven member First Nations. We receive funding support from ISC under the Tribal Council Policy program and from our earned income, which includes joint ventures, corporate subsidiaries, event management, and project management services.

NmTC offers services in core delivery areas that include: economic development; management; community planning; technical services; and governance. However, these are subject to being adjusted and depending on the needs of our members.

The Tribal Council is primarily funded under ISC's Tribal Council Funding Program. 78 Tribal Councils are funded in Canada and 21 of those are from BC. ISC is no longer accepting any new Tribal Councils. Under the federal funding formula, NmTC is a Tier 3 tribal council and is eligible for a maximum of \$500,000 per year. The Tribal Council Funding Program supports the core operations of tribal councils to enable them to develop the capacity of their member First Nations, as well as provide aggregated program/service delivery as agreed to by their member First Nations. Tribal councils are eligible for the Tribal Council Funding Program when they have been endorsed by the board of directors and agree to take on responsibility for the delivery of programs/services and capacity development of member First Nations as designated by their member First Nations.

Our Vision

Naut'sa mawt Tribal Council supports its member nations in realizing their efforts towards self reliance, self governance, connection to culture, and quality of life now and for future generations.

Our Values

O'siem or Emot (Respect)

Our greatest asset is our people and we respect each other and our partners in all that we say and do. We build trusting relationships based on open and honest communication, transparency, sharing, and inclusiveness. We treat everyone with dignity, understanding and respect.

Culture

We are mindful of our cultural values, respectfully seeking cultural guidance from our elders and echoing their teachings in the performance of our duties. We respect, understand and learn from the past so that we can grow the good, share and revitalize our traditional languages and practices, and take pride in all we do.

Listening

We listen with a peaceful heart and help each other to understand, succeed, and realize our shared goals and the individual needs and goals of our communities.

Naut'sa mawt or Ay'Ajuthum (Collaboration)

We work together as one, collaborating with our member nations for the common good of our communities by sharing knowledge and best practices, building capacity through skills development, connecting with each other, and developing a vision for a sustainable future.

Providing Value

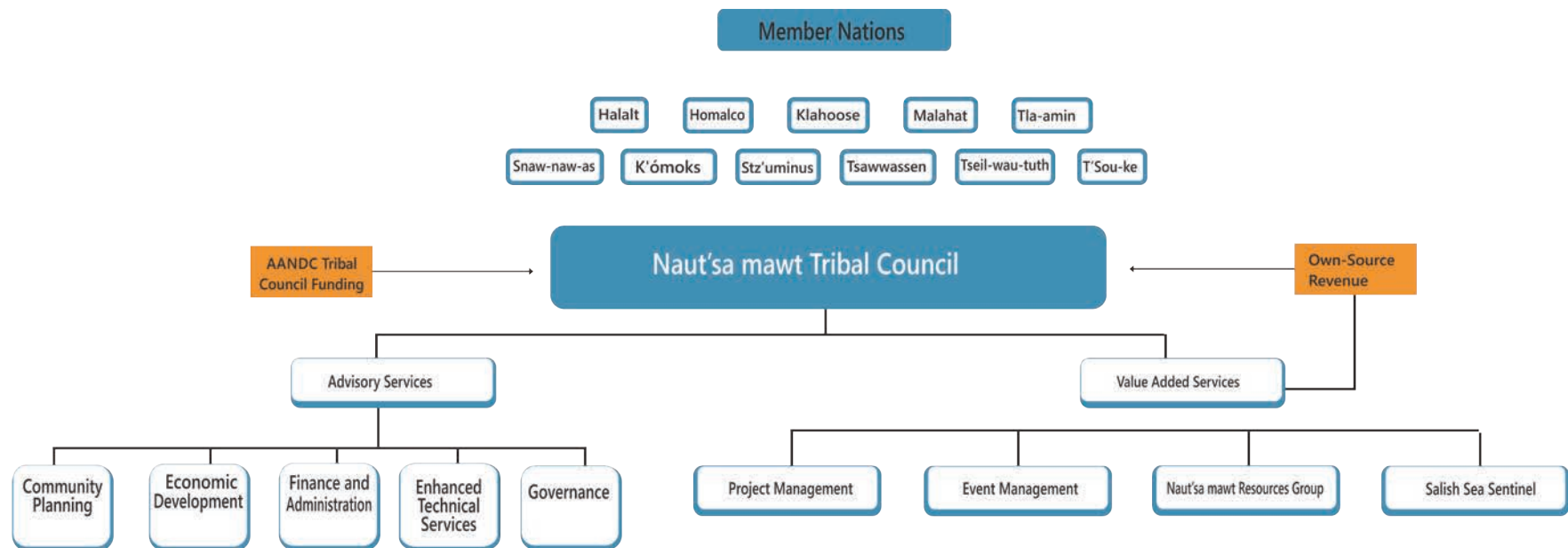
Naut'sa mawt Tribal Council is a values based learning organization that adapts to, aligns with, and strategically supports the professional capacity development of members and member nations. We are , innovative and creative in our delivery of programs and services, fostering an enjoyment of lifelong learning through storytelling and real world applications. We maximize member outcomes and by removing barriers, networking, and needs through mentorships, the sharing of knowledge, and best practices.

Integrity

We stand with our member nations, building relationships at high corporate and government levels based upon a foundation of professionalism, accountability and ethics.

Culture siyólexw
s'iwesá:ylhem
O'siem 'imush q'ép
Integrity O'siem ti:s
Hwiuneem totí:lt
Naxay WÍÇSENEK
ka-usthelum ti:sx^w
Together čiyε?an
DAX,ET Naut'sa
SIIÁM TFE NE SCÁLEO
Ni'wut Sul-hwee
mexstexw Respe
ta?ow?eməš qat
CEN,TOL Teachin
listen NECITEL'in
ti:sx^wəs Elders
Ay'Ajuthum SIIÁM

Organizational Structure





Awaken the Canoes: Pullers prepare for summer journeys at Klahoose where guests were welcomed to Klahoose shores before participating in emergency training.

Corporate Governance

NmTC Board of Directors

The Board of Directors are appointed by their respective councils to represent their nations at the tribal council. After each election the Chief is automatically appointed to the board. A BCR or Order will allow a nation to appoint another member from their council. The Board of Directors as a whole is responsible for managing the society and is accountable for the proper conduct of the society's affairs. The board of directors of a society must:

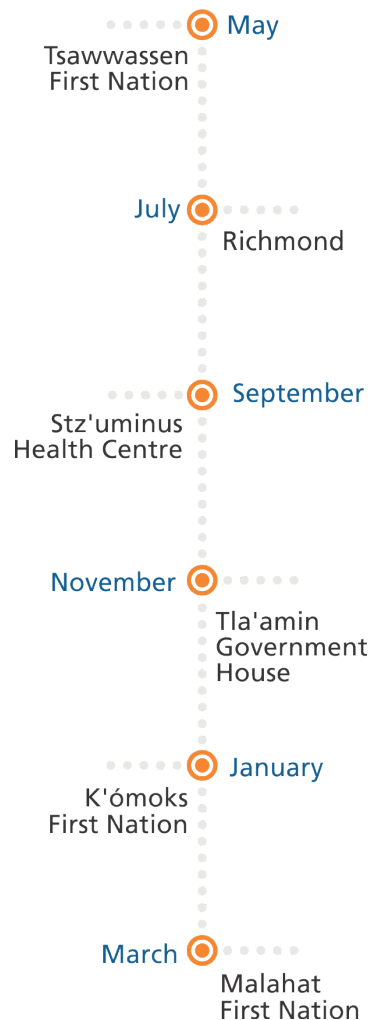
- Take action to achieve the objectives of the society.
- Establish policies about how the society will be governed.
- Propose amendments to the constitution and bylaws of the society, as circumstances change, for the consideration of the members.
-
-
- Report to Members.

Highlights of decisions and resolutions made for 2018-2019

In accordance with the NmTC Bylaws, the board of directors is required to meet a minimum of six times per year. The following is a summary of decisions and resolutions:

- Set up meeting with Snuneymuxw First Nation Chief in Council to begin discussions to resolve long-standing relationship issues.
- Increase signing pool for NmTC's bank accounts.
- Approved \$2000.00 donation for the BC Elders Gathering 2018 be made to Cowichan Tribes to co-host the 2018 province-wide event.
- Engaged in 2018 Needs Assessment and development of Strategic Planning.
- Set AGM date to November 20 & 21, 2018 at the Westin in Richmond, BC.
- Supported Chief John Elliot's offer to represent the tribal council and engage in discussion with Chief Wyse regarding Snuneymuxw's relationship with NmTC and to report back at the next board meeting.
- Requested improvements to post event reporting to include participating nations, participant and photographs of events to provide better information for directors to share with their respective council, staff and membership.
- Approved \$35,000 increase of V avel.
- Approved the submission and implementation of the Canada Heritage under the Canada Cultural Investment Fund for the The Salish Sea Cultural Connections Project.

- After receiving a letter from Snuneymuxw formally withdrawing from NmTC. The board instructed the CAO to send a thank you letter with a gift to Snuneymuxw for their years of membership.
- Accepted Snuneymuxw withdrawal from the tribal council and approved decrease of membership from eleven to ten members.
- Requested audit update meeting and determine audit completion date.
- Approved the bylaw amendment of the quorum at the AGM be conducted by a written consent resolution.
- Agreed to hold the rescheduled NmTC AGM on January 29 & 30, 2019.
- Accepted K'ómoks First Nation's application for NmTC membership and increased the NmTC membership from ten to eleven.
- Authorized funding application for "Indigenous Nation Rebuilding Initiative Supporting Nation-Wide Planning and Data Governance" to CIRNA.
- Authorized Executive Committee to conduct CAO performance evaluation.
- Authorized funding application for the "Collective Strategic Planning Across the Salish Sea project" to ISC's BCCI program in 2019-2020.
- Authorized funding applications for NmTC's data management and reporting projects to New Relationship Trust's (NRT) Tribal Councils Policy Initiative for 2018-19.
- Authorize funding applications for the "Naut'sa mawt Tribal Council Data Governance and Reporting" project to ISC's Institutional Development Program (P&ID) in 2019-20.
- Adopted the Audit for the year ending March 31, 2018



2018-2019 Board of Directors

Hegus Clint Williams

Tla'amin First Nation

Chief Kevin Peacey

Klahoose First Nation

Darren Blaney- Vice-Chair

Homalco First Nation

Chief Nicole Rempel (January-March)

K'ómoks First Nation

Chief Mike Wyse

Snuneymuxw First Nation

Lawrence Mitchell

Snaw'naw'as First Nation

Chief John Elliot

Stz'uminus First Nation

Chief James Thomas/Mikalea Whitlaw

Halalt First Nation

Vince Harry

Malahat First Nation

Chief Gordon Planes

T'Sou-ke First Nation

Chief Bryce Williams – Chair

Tsawwassen First Nation

Deanna George - Secretary/Treasurer

Tsleil-Waututh First Nation



NMTC ELDERS' ADVISORY COUNCIL

The Elders' Council guides the work of NmTC with its collective wisdom related to cultures, protocols, traditions, and languages.

The intent of the NmTC Elders' Advisor Council (Council) is to provide advice on Coast Salish tradition, language, and culture to the NmTC Board. The Council is a source of wisdom and knowledge about Coast Salish spiritual and cultural protocol rather than a political body. The Council are considered honorary members of the tribal council under section 10 of the NmTC Bylaws.

To be eligible to serve on the Council the individual:

- Must be a members of one of the eleven NmTC Member Nations;
- Be recognized as an Elder within their Nation;
- Not be a member of their Nation's elected council, and
- Be interested in serving their Nation.

The term of the Elder's Council expires and begins at each annual general meeting. Due to the cancellation of the AGM in November the nomination process for the Elders' Advisory Council was incomplete. At the AGM held on January 29, 2019, the NmTC Members acclaimed all existing elders until a new process for selection/appointment could be determined.

The Elders' Advisory Council supports the board and staff in a variety of areas. In addition to providing advice and support at each board meeting, the Elders have participated and advised in the following areas:

- Acted as NmTC ambassadors in their respective communities;
- Attended NmTC board of directors meetings;
- Provided advice on selected Salish Sea Sentinel articles;
- Attended information session for Collaborative Process on Band Membership, Indian Registration, and Citizenship;
- Attended Advisory Services workshops in community;
- Attended AGM.

2018-2019 Elders' Council

The intent of Elders' Advisory Council is to represent each of our NmTC Member Nations. The following Elders were appointed to the NmTC Elders' Advisory Council. Their term starts on January 29, 2019 and runs until the next AGM

Janet Moore, Hwum'mi'ya

Halalt First Nation

Vera Peacey

Homalco First Nation

Jessie Louie

Klahoose First Nation

George Harris Sr., Wholwolet'za

Stz'uminus First Nation

Germaine Sutherland, Hi ah watt

T'sou-ke First Nation

Elsie Paul, Qaxustala's

Tla'amin First Nation

Tony Jacobs, Thaymut

Tsawwassen First Nation

Deanna D. George

Tsleil-Waututh First Nation





ADVISORY SERVICES



Naut'sa mawt
TRIBAL COUNCIL



Valerie Cross-Blackett (Chemkwaat),
Naut'sa mawt Tribal Council

Message from the Director of Advisory Services Valerie Cross-Blackett (Chemkwaat), Nautsa'mawt Tribal Council

In the early 80's a group of eight Coast Salish chiefs gathered together to unite against the federal government on political issues, to solicit funding and to work together on common needs. With funding under the federal tribal council policy, the group created a society under the BC Societies Act that provided four advisory and support services to the participating nations. They called themselves the Alliance Tribal Council. Today this group is called, Naut'sa mawt Tribal Council and its services and operations have expanded vastly over the many, many years since its inception.

I am proud to say I have been with Naut'sa mawt Tribal Council for 5 ½ years! The journey over the last few years have been full of growth, change and adapting. I have seen our Advisory team grow and our services expand our services to include Communications. This new position has played a role in connecting our services to our members' needs to create true value-based services. Some of our Advisory team have followed their passion and expertise in to other areas of our organization. While needs in Technical Services Unit and our Finance Department they have left a void in our Economic Development and Finance and Administration Advisory Services Areas. This last we have been operating with a skeleton Advisory team and I have taken this opportunity to

The 2017-2018 year saw a of activity in NmTC Events and Projects that tested our organization in every way. The generous revenues that result from the business provide Advisory Services with the freedom to "Do", the freedom to deliver innovative programming that serves the member nations well. Despite our small advisory team there was some great work done with our members. Our board works hard to work together. Our Elders Advisory Council is a great source of strength and pride for us. We carry their teachings with us and they give us strength.

We created a new delivery model that takes the experts to the people instead of the people to the experts. We created workOUTS instead of workshops to provide practical use and application. We place high value on Nation-to-Nation mentoring, so that we are in a supportive role letting our nations take the lead. By March 31, the team was exhausted and it was time to regroup. As I reflected at the end of the year, I saw that we did some good work and was proud of our entire NmTC team. We did a lot of growth and a lot of adapting in the 2017-2018. It was a good year.

All my relations,

Valerie Cross

Valerie Cross, Director of Advisory Services

Ay'Ajuthem

Advisory Services Collaborative Programs and Services

- ● ● ● ● **March 2018 - May 2018**
 - Nation 2 Nation Mentorship with Dr. Manley Begay and Chris Derickson.
- ● ● ● ● **May 2018**
 - Proposal Writing Workout
- ● ● ● ● **July 2018**
 - Entrepreneur Training Workshop
- ● ● ● ● **August 2018 - March 2019**
 - Collaboration Process on Indian Registration, Band Membership and First Nation Citizenship
- ● ● ● ● **November 2018 - March 2019**
 - The 3CS: Resolution, Communications and Constitution Building

Homalco First Nation's wellness group practiced twill cedar weaving during a three-day workshop at the community's cultural centre that wrapped up in late September.



2018 Needs Assessment

Naut'sa mawt Tribal Council (NmTC) is committed to building work plans that respond to member needs and priorities. In December 2017, Naut'sa mawt Tribal Council conducted its annual needs assessment for the next with our eleven member nations. This annual survey, which is conducted in person and on-line, allows us to determine the priorities for NmTC in the year ahead, as well as get a sense of how members feel about the work we are doing. The results from the assessment were reviewed by advisors and incorporated in to their 2018-2019 work plans. The board approved the work plans and budget, which was then submitted to ISC for the 2018-2019 Tribal Council funding application.

Members expressed strong appreciation for the good work already being done at the tribal council, including: Stabilizing a strong administration; providing services and training to member nations; and listening and communicating with members.

"Very organized, very reliable. Everything is always done with excellence."

"The team: Everyone is amazing and I'm truly grateful to see how much the team has grown, and to see the staff come into their own. Love it."

When asked for ONE thing that NmTC could assist each nation with this coming year, the following topics featured strongly:

- Support with proposal writing and funding;
- Revitalizing language and culture;
- Workshops and training;
- Engaging youth and staff;
- Elders support; and
- Communication and engagement assistance.

Members also said they would be interested in learning more about:

- Processes to support and identifying and documenting each nation's customary and traditional law practices; and
- Options for career and apprenticeship in technical services.

The information from this needs assessment, as well as from board meetings and nation visits, provided the guidance to develop the work plan that directed the services



Dr. Begay held sessions at Homalco, Tsleil-Waututh, Tsawwassen, Malahat and T'Sou-ke during the end of March. His presentations posed challenging questions as he told inspiring stories of growth from Indigenous groups around the world.

A collaborative approach to Advisory Services

Naut'sa mawt advisors collaborated on five key initiatives during the 2018/2019 year.

Nation 2 Nation Mentorship

Funding: BCCI and NmTC

NmTC toured Dr. Manley Begay through Coast Salish territory, bringing his wisdom and decades of work on self-determination and nation rebuilding to NmTC member nations. He conducted mentorship workshops in T'Sou-ke, Malahat, Homalco, Tsawwassen, and Tsleil-Waututh nations during the week of March 19th-24th.

We also held a second tour with Chris Derickson, an economic development and engagement specialist from Westbank First Nation, who spoke about nation building successes with 5 NmTC Member nations; T'Sou-ke, Malahat, Homalco, Tsawwassen, and Tsleil-Waututh.

Member feedback for this new approach to capacity building has been extremely well-received. We seem to have found a model that works well for our member nations!

Proposal Writing Workout

Funding: NmTC

Developed proposal writing workout concept, based on member feedback regarding proposal-writing support requests. Worked with Laara Mixon at Carden Consulting to develop an agenda and approach for this proposal workout. The recent call for New Relationship Trust (NRT) proposals were the focus for this workout which was held in Nanaimo. The workshop provided an overview of proposal writing basics, encouraged participants to link existing plans (especially strategic and community plans) to proposals, and gave the opportunity for participants to work directly on proposals with the support of session leads. Travel and meal expenses were reimbursed.

The 3CS: Conflict Resolution, Communications, & Constitution-Building

Funding: NRT and NmTC

NmTC Advisory Team developed a 'Road Tour' schedule with three separate specialists in resolution, communications, and constitution building. [Halalt](#), [Homalco](#), and [Tla'amin](#) received the following workshops:

- Held two-day,
- Held one-day, in-community workshop on communications in three member nations; and
- Held one-day, constitution building workshops in three member nations.

Entrepreneur Training Workshop

Funding: NVIATS and NmTC

NmTC is partnered with North Vancouver Island Aboriginal Training Society (NVIATS) and Destinee Barrow from Sharing Circle Educational Program.

Travel, meals and accommodation was reimbursed for up to two participants from each Member Nation. 10 participants from [Klahoose](#), [Tla'amin](#), [Snaw-naw-as](#), [Snuneymuxw](#), [Halalt](#) and [Tsleil-Waututh Nations](#) completed the program.

Collaboration Process on Indian Registration, Band Membership, and First Nation Citizenship

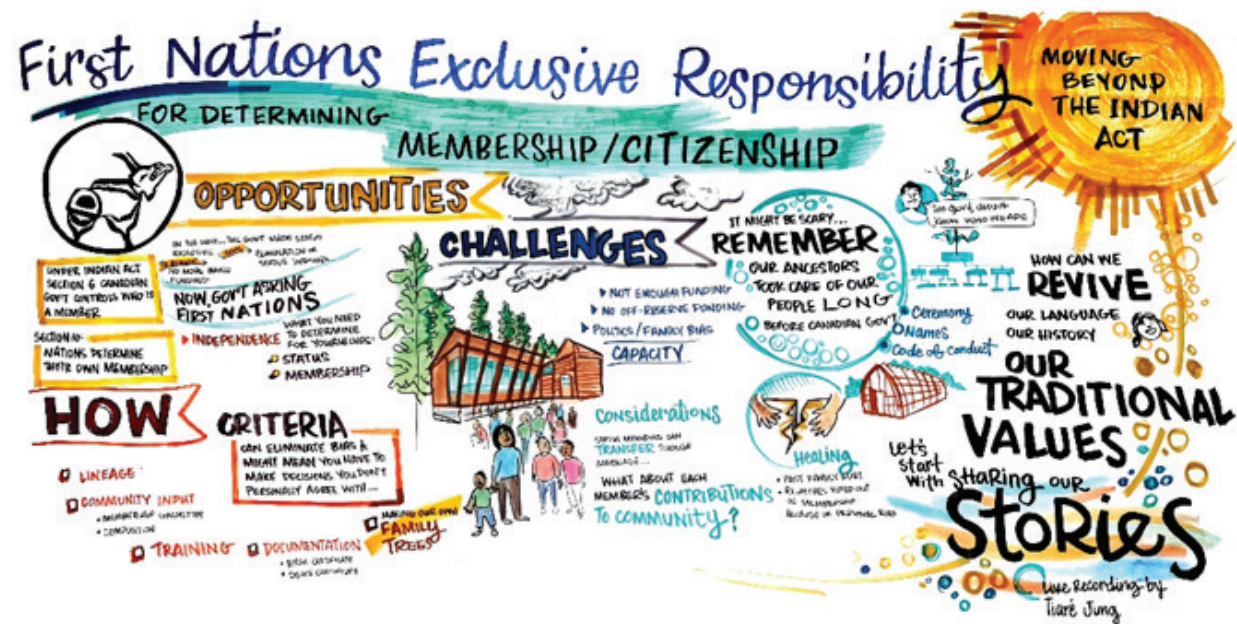
Funding : CIRNA and NmTC

Staff (2) and one elder attended CIRNA's Collaboration Process information session, held in Nanaimo on August 15, 2018.

Staff collaborated with Ottawa representative from CIRNA on NmTC's role in engagement for the NmTC members.

Staff sent out requests to member nations to submit a collective proposal and then drafted 10 proposals, including one for NmTC, and submitted to Ottawa. All applications were approved.

Created notices, agenda, and supporting documents for Collaborative Process and schedule Kick Off and Engagement meetings for 8 participating nations (Halalt, Klahoose, Snaw'naw'as, Stz'uminus, Tla'amin, Tsawwassen, Tseil-Waututh and T'Sou ke).



EVERYONE COUNTS

Reclaiming family excluded by the Indian Act ...



Tsawwassen First Nation - Collaborative Process Workshop, Feb 11, 2019

LIVE GRAPHIC RECORDING | Drawing Change
Tiaré Jung

TLA'AMIN MEMBER OPENS 'TATTOO SPA' IN POWELL RIVER



Francis Jr Luaifoa opened the doors to JrOriginal Tattoo Spa in February

When envisioning a stereotypical tattoo shop, many people would imagine things like skull decor, blaring rock music, and bright neon lights.

But Tla'amin member Francis Jr Luaifoa wanted to open a shop that made the experience of getting a tattoo more like a relaxing trip to the spa.

Luaifoa recently opened JrOriginal Tattoo Spa in Powell River — a “one-stop wellness shop” that includes tattooing, a hair salon and an esthetician.

The space is bright and calming, with a trickling waterfall fountain, soft calming music and lush greenery.

At a small tiki bar setup in the corner, Luaifoa — a tattoo artist and barber — sits with clients to consult about tattoos.

“I just wanted to make it a friendly environment for all ages to come in,” he said.

“It’s kind of like a one-stop wellness shop. We want people to come in and do that whole round and step out feeling really good about themselves.”

The concept of a “tattoo spa” is fairly unique, and combines the therapeutic and calming environment and treatments you would at a spa with tattoo services.

There’s a salon, mani and pedi station and private tattoo room where clients sit on a soft recliner chair and have the option to watch television while they’re getting ink done.

“I envisioned it working, but it was an experiment,” Luaifoa said.

“I wanted to see how it would all function together. But we’ve been doing really well.”

Luaifoa has been an artist his entire life, and started out with tattooing by creating designs for friends. His signature style is inspired by his Polynesian and Coast Salish roots, creating striking black and grey pieces with hints of both styles.

“I like our traditional tattoos, (and) integrating new things into our culture,” he said.

“I don’t completely change the art, I just add that Polynesian twist.”

Luaifoa put the shop together in an impressively short amount of time. He was working as a carpenter for about two decades before he decided to completely shift his career path to pursue his passions.

In mid-2018, he completed a one month long entrepreneur training program at Tla’amin called the Sharing Circle Mentorship Entrepreneurship Program, then he moved full-steam ahead to secure funding,

“There was nothing wrong with what I was doing before, but I wanted something different, I wanted to be my own boss,” he said.

“You never know, in one year of your life you can just pick something you want to do and do it. It’s amazing what you can achieve if you apply yourself.”

Story by Cara McKenna, Salish Sea Sentinel June 2019



Community Planning

NmTC supports all aspects of community-based planning. We assist with community engagement, research, proposal development, plan review, and implementation. We encourage knowledge sharing through tools, templates, and best practices and other skill development training and workshops.

NmTC-Focused Services

Nation to Nation Mentorship

Using Nation to Nation self-governance funding from Indigenous Services Canada and New Relationship Trust, we arranged to bring Indigenous specialists in governance, communications, and resolution on road trips to meet directly with our member nations. **Eight communities** participated in the various programs.

Reconciliation Dialogue Workshop

Held Reconciliation Dialogue Workshop (RDW) for staff to explore the history of Canada with its indigenous people to provide opportunity for all participants to learn, grow, and move forward as a collective towards reconciliation.

On-line Field Visit Tracking and Reporting

Received funding from New Relationship Trust to develop and implement an on-line tool to track NmTC community visits, including follow-up action items.

Member-Focused Services

UBC Planning Partnerships

Connected **Halalt** and **Homalco** with UBC's community planning department to initiate six-month graduate student-First Nation partnerships.

Proposal Writing Support

Supported **Halalt** and **Klahoose** with two successfully funded community planning and governance-related funding proposals to ISC.

Member First Nations Participating in Nation to Nation Mentorship:

Halalt, Homalco, Malahat, Snaw-naw-as, Tla'amin, T'Sou-ke, Tsawwassen, and Tsleil-Waututh

What attendees value about Nation to Nation Mentorship:

"This approach works great because my members get to hear, I get to hear them, and it's at home."

"It's great bringing someone in who has been in a position that we are all in. It gives hope and a vision to move forward."

"To sum it all up, I feel gratitude, honoured, hopeful and inspired. Thank you."

Did you know...

Comprehensive Community Planning (CCP) is a community-driven process that covers all aspects of the community and lays out a vision and goals for the long term. The CCP process is designed to be very inclusive, and long-term.

The CCP movement was driven by First Nations in B.C. in 2004, though it draws on centuries of community planning expertise

Over half of the First Nations in British Columbia have undertaken a CCP process, more than 100 in total

Every autumn, more than 100 First Nations community planners gather for a three-day CCP Workshop

Value-Added Services

2018 Comprehensive Community Planning (CCP) Workshop

NmTC was awarded the contract to design, manage, and implement the 2018 CCP Workshop, which was co-hosted with Kitsumkalum First Nation in Terrace, BC. Over **120 people** participated in the workshop, including **ten representatives from NmTC member First Nations**.

Structural Fire Engagement Sessions

NmTC successfully bid for a contract to develop, manage, and implement a series of Structural Fire Engagement Sessions that were held throughout BC and **included participants from several NmTC member First Nations**.

Monitoring and Evaluation Planning Pilot Proposal

NmTC was asked to develop an on-line monitoring and evaluation tool in support of governance and planning progress tracking for regional pilots in BC. This year was the of a three-year project.



\$409,000
Proposals Awarded to NmTC
in Community Planning Service Area

\$180,000
First Nations Emergency Services Society

\$156,000
Indigenous Services Canada

\$73,000
New Relationship Trust

Economic Development

Economic development services include a grass-roots initiative designed to support entrepreneurs in realizing their dreams. The first step prepares entrepreneurs for self-employment with support in marketing, branding, retail, and business planning. The second step incubates ideas and provides one-on-one support to participants. The third step identifies funding sources and suppliers to help launch the business. The fourth step celebrates success. Our economic development initiative will continue to support entrepreneurs in the critical early years of their businesses. Advisor Erik Blaney has switched from Economic Development over to Technical Services Unit (TSU). A great addition to the TSU. Economic Development is in a current state of transformation as NmTC looks for new model for this service area.

Did you know...

Planning plays a crucial role in any business's success. A business plan is a good place to start – your skills and weaknesses, what you offer, how it's unique and how you plan on growing your offering. What's more, try to prepare yourself mentally and practically for anything that could go wrong and how you would deal with it. For example, what happens if you get injured? What if clients pay you a month late? What if a weather disaster affects you? Or a trusted supplier goes bankrupt?

Entrepreneur Program at the Lund Historic Hotel, Lund BC

Friday 4 PM - 9 PM & Saturday 9 AM - 3 PM

NmTC partnered with NVIATS (Northern Vancouver Island Aboriginal Training Society) to deliver this exciting program. The program was facilitated by Sharing Circle's Destene Burrows. Six attendees from Klahoose, Snaw'naw'as, Tla'amin, Tsleil-Waututh and Halalt attended weekend classes for four weeks.

NmTC members were reimbursed for travel and provided food and accommodations for all weekends.

June 15 - 16 Entrepreneurship 101 : Social Innovation, Social Enterprise and F	June 29 - 30 Making Sense of Business Financial Documents Costs and Budgeting - The Marketing Plan
June 22 - 23 Communications in Business Business Planning 1 : Market Research Business Planning 2: Connecting with Potential Customers	July 6 - 7 Legal Structure, Laws and Liability in Business Taxes and Aboriginal Business, Hiring, Best Practices Graduation Celebration July 7th 12 - 3 pm

April

- April 1st
 - Advisor Erik Blaney switches from Economic Development to Technical Services Unit (TSU)
- April - March
 - Three member nations engage in Gas Station Projects. Snaw'naw'as, T'Sou-ke and Tswwassen.

June

- June 15 - July 8
 - Entrepreneur Program at Lund Historic Hotel. Klahoose, Snaw'naw'as, Tla'amin, Halalt and Tsleil-Waututh entrepreneurs participated

November

- November 2 - 4
 - NmTC Collaborated with NEDC (Nuu-chah-nulth Economic Development Corporation) for Build Our Future: Young Indigenous Business Conference for youth aged 19-35. Funding for registration and travel provided for Three member youth who participated

Finance and Administration

This program area aims to help member Nations strengthen financial and administrative skills by sharing information, providing access to training, and providing networking and capacity building workshops. Services include: developing planning and reporting systems; supporting fundraising and proposal-writing activities; providing short term emergency support; assisting with drafting financial management policies, procedures and bylaws; advising on budgets and budget policies; and assisting with personnel recruitment and selection.

Advisor Lisa Scott, also CFO, directed her full efforts to managing NmTC's and building up her team to meet the demanding needs of NmTC operations. Finance Administration Advisory Services are in a current state of transformation as NmTC looks for new model for this service area.

- August
 - August 15, 2018 Nanaimo Staff (2) and one elder attended ISC's Collaboration Process information session
 - Staff Collaborated with Ottawa Representative on NmTC's role in engagement for the NmTC members
 - Staff sent out requests to member Nations to submit a collective proposal
 - Staff drafted 10 proposals, one for NmTC and submitted to Ottawa
- November
 - Kick off meeting - introduction of the Collaborative Process. CIRNA representative presenting Klahoose, Tsleil-Watuth, Halalt, Tla'amin, T'Sou-ke participated
- December
 - Full Day Engagement Session with members, NmTC facilitator and graphic-facilitator Klahoose
- February
 - Full Day Engagement Session with members, NmTC facilitators and graphic facilitator Tsawwassen, Tla'amin
- March
 - Supported Homalo with pre-assessment and training for Xytnax.
 - Nanaimo: Regional Collaborative Process meeting with CIRNA. Staff attended
 - Full Day Engagement Session with members, NmTC and graphic facilitators
 - Tsleil-Wau-tuuth, Halalt, T'Sou-ke, Snaw'naw'as

Did you know...

Financial Management is an indispensable part of every business, big or small. Contrary to what most people think, management is much more than simply bookkeeping and balancing the business checking account. Entrepreneurs need to consider their for many purposes, ranging from preparation for survival in bad times to ascending to the next level of success during the good times.

Good and effective management of makes the difference between a business that continuously climbs the ladder of success and one that falls at the

Governance

Support provided under the governance services area is intended to provide elected leadership, and the management teams that support them, access to the tools, training and advice to support each of the tribal council members' governance needs. The goal of the Governance Service area is to assist member Nations in building governance capacity, receiving relevant support, and blending modern governance practices with traditional and cultural governance practices.

Special Projects

- 6 NmTC team planning meetings
- 1 day workshop with Reconciliation Canada with NmTC staff and advisors in June
- 2-day strategic Planning planning meeting with NmTC team in June
- Supported team in the delivery of the 2018 CCP Workshop in Terrace, BC where representatives from 5 of our member nations attended.
- Preparation and delivery of workshop and presentation in Australia for our Hawk Data Systems JV on Data Governance.
- Vancouver Island Community Planning Pilot Project; co-facilitated workshop in Parksville
- Planning and Design of on-line tool for Advisor Activity and Field Reports



Board Governance

- Preparation and delivery of NmTC Board meetings
- Preparation and delivery of NRG Board meetings
- Preparation and delivery of NmTC AGM with team
- Elders Advisory council Workshop: April 2018
- Strategic planning meeting in July
- Coordinated Executive Committee Meetings for CAO performance review with HRG

Workshops for Members

- Dr. Manley Begay mentorship tour to 5 of our nations in March.
- Proposal Writing WorkOUT in May
- C. Derikson mentorship tour to 5 of our nations in early May
- Collaborative Process on First Nation Citizenship, Band Membership and Status. Held workshops. 8 participating nations: Halalt, Klahoose, Snaw'naw'as, Stz'uminus, Tla'amin, Tsawwassen, Tsleil Waututh and T'Sou-ke.

Work with Members

- Housing Engagement Session in Homalco on April 5 with team
- Advisory support to Homalco leadership and staff in the review of their HR policy
- Provide support to Homalco leadership: facilitated business meetings; advised in council meetings; drafted policies
- Support provided to Stz'uminus and Halalt regarding proposal writing and mentoring needs.
- Emcee for Tsawwassen's Community Graduation Celebration in June
- Supported T'Sou-ke on development of CIRNA proposal
- Introductory meeting with K'ómoks' Chief and Council
- Emceed Homalco AGM in March

Communication Liaison

Naut'sa mawt Tribal Council created a Communications Liaison position to facilitate two-way communications between NmTC and its member Nations, as directed by the Board in 2017. Through the efforts of the Liaison, NmTC has become more proactive in identifying programs and services to better serve NmTC member communities, and NmTC members have a better knowledge regarding resources available from NmTC.

Visiting our member Nations

Through the role of Communications Liaison, it has been a complete pleasure getting to know and become like family with all of the 11 communities NmTC works for. Through the openness and willingness of the Board of Directors to invite me to each of their respective communities, I have been able to settle in as if I was a community member, in all of our member nations. What an honor it is to be able to attend career fairs, wellness weekends, youth workshops, community dinners, language classes. During all of these internal events I have been allowed to get to know our communities and really get to know the members we serve.

Working with our Elders

For 2018/2019 year a highlight has been to work closely with our Elders Advisory council. They have shared a common vision of working with our youth as being the most important. They guide us with their experience and wisdom. Their voice is where we find our strength to keep forging ahead. They have protected the past and from their knowledge we can work to protect our future. In order to celebrate the gifts that each of them are to all of us, I have covered their individual stories in our Salish Sea Sentinel.

The Communications Liaison made 57 visits to member Nations between April 2018 - March 2019.



Articles contributed
to the Salish Sea
Sentinel

10

Nation Visits

57

Technical Services

The NmTC Technical Services Unit provides advisory services in the areas of Capital Planning, Operations and Maintenance, Housing Policy, Emergency Planning for Infrastructure, Fire Prevention, Preparedness Planning and Occupational Health and Safety.

In addition, the TSU also carries out Special Projects as means of exploring and identifying new approaches and initiatives that support improved collaboration amongst member Nations.

For the 2018-19 , the landscape of programs that support the delivery, operations and maintenance of housing and infr

- The BC First Nations Housing and Infrastructure Council continued to move forward with their mandate to create a First Nations-controlled Housing & Infrastructure Authority in British Columbia.
- ISC continued to fund traditional programs while also introducing some new initiatives.

Within this environment, the NmTC TSU has been working to

- Support member Nations to being prepared for any future changes that may be made to programs that support the delivery, operations and maintenance of housing and infrastructure and
- Engage members on the role that the NmTC TSU may play in supporting the delivery of housing and infrastructure moving forward.

NmTC TSU Strategic Goals and Priority Initiatives

The TSU Strategic Planning and Priority Initiatives Workshop was convened on February 5th, 2019 and resulted in the DRAFT NmTC TSU Strategic Goals and Priority Initiatives.

These Strategic Goals and Priority Initiatives will

- Guide the NmTC TSU in supporting member Nations in the near term and
- Provide the foundation for development of the TSU Business Plan moving forward.

Housing Toolkit 3.0

Comprehensive sample template Housing Committee Terms of Reference and Rental Housing Allocation Policy Provisions were developed and added to Housing Policy Toolkit 3.0.

Introduction of Integrated Community Infrastructure Services Planning (ICISP)

A key highlight was the introduction of the Integrated Community Infrastructure Services Plan (ICISP) User Manual and Sample Plan through an ongoing series of workshops.

The purpose of an ICISP is to support First Nations in achieving their Community Plan through the successful and delivery of community infrastructure services. The ICISP incorporates all aspects of delivering Community Infrastructure Services and provides the context for strategic, administrative, , operational and capacity building activities. It also provides the basis for getting the right balance between the quantity and quality of service (levels of service), risk and cost.

One member Nation has previously completed an ICISP and funding was to support two more member Nations in developing ICISPs. More information is available in the 2018-19 ICISP Report to Members.

Evaluation of Xyntax in the Context of ICISP

Xyntax/ICISP compatibility evaluation was completed to determine information system gaps and needs. This compatibility evaluation will be used to engage member Nations in their infrastructure information needs.

Development of the Naut'sa mawt Emergency Plan Audit Data Capture Form

The Naut'sa mawt Emergency Plan Audit Data Capture Form was developed and can be viewed here: <https://www.webmerge.me/capture/12412/72fw1d>. The Data Capture Form was used to complete Community Emergency Plan Audits for 3 member Nations that provided copies of their Emergency Plans and is tool that will be used to complete Community Emergency Plan Audits for the remaining member Nations.

Fire Prevention and Preparedness Planning

Home Safety Checklists and the installation of extinguishers and detectors was completed for 5 member Nations, either through independent contractors or local Fire Departments. Homalco used Land Forest People to complete a very comprehensive emergency plan and I believe some installations and upgrades were made. Tla'amin utilized their Fire Department to complete the installs in all of their homes as well as worked with O&M and Housing to correct Fire Smart Issues within the community. Fire Smart Hazard Assessments were completed at 4 member Nations: Tseli-Watuth, Tla'amin, Homalco and Snaw-naw-as.

Occupational Health and Safety

The Occupational Health and Safety Workshop was held in Nanaimo BC with participants from 6 Naut'sa mawt Nations. An industry professional led the workshop by going through the relevant legislation and rights and responsibilities of the Nations and their employees. The general consensus around the table was that each Nation needed some help to organize their OHS committees and create industry/ machinery OHS plans and training for their departments.

Housing Policy Development

Six member Nations were engaged in the policy improvement and development process. On-site support was provided to one community that convened a community housing workshop. Comprehensive sample template Housing Committee Terms of Reference and Rental Housing Allocation Policy Provisions were developed and added to Housing Policy Toolkit 3.0.

Regional Purchasing Power

NmTC signed a procurement agreement with EHI who owns National, Enterprise and Alamo Car and Truck Rentals. They have a large equipment line that has existing Operations and Maintenance Vehicles. So Far Stz'uminus and Snaw-naw-as have asked for Quotes using the new procurement agreement but no vehicles have been leased or purchased due to timing and budget constraints.



VALUE ADDED SERVICES





Naut'sa mawt
TRIBAL COUNCIL

Value Added Services

NmTC engages in a variety of other activities, programs, and partnerships that align with its values and are intended to expand the resources available to member Nations and other Indigenous communities across Canada. Generating discretionary income is vital to Naut'sa mawt Tribal Council in order to sustain core services and undertake other projects that support its vision.

Salish Sea Sentinel

The Salish Sea Sentinel is honoured to tell the stories and share the successes of our member nations. This year, Todd Peacey from Homalco Nation joined the Sentinel team as a photographer and contributor and we introduced a couple of new freelance Indigenous writers, who have submitted everything from personal essays to cultural stories and news features. This year, we have continued to focus on Coast Salish art and culture, Elders and Youth from our communities, and shared stories with a provincial and national focus.

The Salish Sea Sentinel participated in many events this year, including the National Aboriginal Business Opportunities Conference, the Aboriginal Business Match, and the Aboriginal Financial Association Conference, with the goal of increasing the reach of our magazine. The Salish Sea Sentinel has been very well received, by both potential advertisers and community members from nations across Canada. We have increased our advertising sales and expanded our distribution to include universities, museums, galleries, and Indigenous organizations.

We thank the leaders from Naut'sa mawt Tribal Council's member nations and beyond who have made our work this year possible and continue to take the time to sit down with our team to make the magazine a success. We want to keep listening to you to make our publication even better.



1.3k

FRIENDS ON
FACEBOOK

2,455

TWITTER
FOLLOWERS

78,857

IMPRESSIONS
ON ISSU

10,000

MAX
DISTRIBUTION



3rd Annual NmTC Golf Tournament

The Naut'sa mawt Tribal Council 3rd Annual Golf Tournament was held on June 28th, 2018 at the Tsawwassen Springs Golf Club. 86 of NmTC's closest friends, family and associates joined us for a fun (and wet) afternoon on the course, followed by dinner and silent auction. All proceeds supported Youth and Elders programs.

Naut'sa mawt Project Management

NmTC provides project management services principally to Indigenous Services Canada (ISC). We receive funding through amendments to our Comprehensive Funding Agreement (CFA). The CFA includes core funding from ISC to support our advisory services and the additional projects, which form an important source of own-source revenues. These own-source revenues help us deliver quality services to our member Nations.

In its role as project manager, NmTC provides administration services and is a liaison between ISC, sub-contractors, and other parties. NmTC also manages Requests for Proposals, recommends contractors, and even provides emergency trouble-shooting advice. As the following table illustrates, NmTC must take care to track revenues and expenditures. The individual projects not only have their own reporting requirements to the funder, but income and balance sheets for each project are a necessary part of our audited statements. Projects vary in scope and complexity, from several thousand to several million dollars and can involve hundreds of transactions in some cases.

Project management and event management activity continues to be buoyant. Managing the projects places high demands on our department team. Keeping projects up to date on reporting requirements is critical, and is currently a half-time job for one employee. A failure to meet reporting requirements can result in delays in funding.

Cultural Grants

The Cultural and Community Grants Program is a small grant for members that is intended to assist with cultural activities, sporting events, community gatherings, attendance at gatherings – whatever the member nation deems appropriate. Each member First Nation has access to a maximum \$3,000 grant in any one-year period.

During the 2018-2019 year, **SIX member Nations** took advantage of this grant for a total of **\$18,000**.

Since 2013, **\$175,000** in funds have been distributed to member Nations through the Cultural and Community Grants program. All of these funds are from own-source revenues.

Naut'sa mawt Events

NmTC Event Management is Canada's largest Indigenous event management company. We have a strong relationship with the Government of Canada based upon a commitment to successfully execute contracts, meet deliverables, and satisfy objectives. For over 15 years, NmTC's Event Management Services team has worked with both Government and First Nations across Canada on a wide range of issues, and has been honored to manage hundreds of events centered around Aboriginal initiatives.

Key Events Managed in 2018/19

- The inquiry into the Murdered and Missing Indigenous Women and Girls
- Child and Family Well Being Gathering
- Incident Command System (ICS) – Spill Response, Levels 100 and 200 Regional Training Workshops for BC First Nations 2018
- Structural Fire Engagement Sessions
- Enhancing Indigenous Partnerships for Oceans Protection in the South Coast
- Minister Bennett's Engagement Sessions
- Joint Gathering 2018
- 2018 Comprehensive Community Planning

The much-anticipated report from the national inquiry into missing and murdered Indigenous women was presented to Prime Minister Justin Trudeau.





Hello Team NmTC;

As the MMIWG events end, I would like to take this moment to congratulate NmTC. The execution of a contract of this momentous project was a success.

This project began with an agreement between the Privy Council and NmTC to provide logistics for a single event. Then through a series of amendments, the total value increased. This contract reached \$14.7 million. NmTC received Task Authorization for approximately 80 separate events throughout Canada. Amendments, or cancellations, or execution of these task authorizations kept everyone very busy.

It is an honour for NmTC to work on such a meaningful and worthwhile initiative. However, it was also a tumultuous time for the department. We were unprepared and understaffed. The unprecedented volume of activity was staggering. Meeting the stringent requirements of the Privy Council was demanding. With these challenges also came opportunity. The opportunity for increased resources and the restructuring of the NmTC department. The opportunity to develop and install more effective processes and procedures. The opportunity for the Finance team to prove that we can work together. We met the requirements of such a large and complicated contract. While managing the day-to-day needs of our organization. There is still much work to do; I want to thank my team for all they have accomplished.

Nicole Thompson and I attended the closing ceremonies for the Inquiry. This was an opportunity to bring closure to our part. This historic project has been our primary focus over the last two years. We celebrate NmTC's role in the successful execution of this contract. We will also be meeting with the Privy Council to ensure collection of NmTC accounts receivable.

The Inquiry into the Murdered and Missing Indigenous Women and Girls represents a step towards justice for Indigenous families. It is meaningful and it is important. I am proud of our organization for our role in this National (dare I say international?) project. We have proven that when we work together as one - we can do great things.

Huy ch q'u Thank you.
Lisa Scott | CFO
Working Together As One

Naut'sa mawt Resources Group

Naut'sa mawt Resources Group (NRG) was founded by the Naut'sa mawt Tribal Council in 1997 after the Government of Canada announced its Procurement Strategy for Aboriginal Businesses.

We pursue opportunities to offer value-added products and services to private and public sectors across Canada. We establish strategic partnerships with service providers and manufacturers that enable us to augment our access to different products and specialized expertise.

As a community-owned venture, we are mindful of our Coast Salish cultural values, which guide the conduct of our business at every level.

Our Vision

To provide substantial support to the goals of NmTC through generating ethical revenue and providing opportunities for employment amongst NmTC's Coast Salish Members.

Our Mission

NRG will provide a highly source of discretionary income that will support NmTC to reach its vision and mission and to be NRG will conduct business that provides opportunities for all generations in an ever-changing world. NRG will be a business leader that respects and preserves the cultural integrity of the Coast Salish peoples while adhering to its values and principles.

- Forming partnerships and expanding to new partners
- Recognizing competitive advantages
- Leveraging past successes and reputation
- Recruiting and sustaining human resources
- Changing and adapting to client's needs
- Acting as a procurement vehicle for other businesses

Ethically Generate Income

- We will demonstrate a moral conscience in how we make our money
- We will be transparent and accountable
- We will not jeopardize our cultural values
- We will protect sacred and cultural sites
- We will not be wasteful, but will contribute to clean water and air and a healthy environment for future generations

Empower Self- Sufficiency

- We will balance risk and reward
- We will not rely on government funding
- We will provide funds to NmTC and indirectly support employment for NmTC members

Respect for our Ancestors

- We will celebrate our cultural differences as a source of pride and competitive advantage
- We will be a role model organization with regards to respecting and incorporating our history, ways, and traditions of our ancestors
- We will keep our cultural protocols in practice as often as possible
- Staff and partners will have knowledge of our history, ways and traditions
- Inclusivity and respect will be a part of everything we do

Most of NRG's business activity and marketing effort focuses on the federal government. While this is changing, and new markets such as the Province of British Columbia are emerging, the federal government remains the main target because it implemented the Procurement Strategy for Aboriginal Business - or PSAB - in the 1990's. In fact, PSAB was the stimulus for creating NRG.

Among PSAB's key features was the "set-aside" program. This program restricted competition on a small percentage of federal contracts to businesses or other entities that met the federal government's of being Aboriginal (e.g. through criteria such as ownership, control, and the percentage of Aboriginal employees). Under PSAB, being an aboriginal entity became a competitive advantage when it came to certain federal contracts.

Under PSAB, then, it was possible for a First Nation business to form a partnership with a non-Aboriginal business that had particular expertise in a particular such as information technology, environmental sciences, organizational development, or printing and publishing. If the partnership was prepared correctly, and the of being Aboriginal under PSAB, then the partnership would be eligible to bid on set-aside opportunities for which neither party would qualify on their own.

Through this means, NRG formed partnerships with several progressive non-Aboriginal businesses and was able to receive numerous awards to provide goods and services. In many cases, awards were the result of competitive bidding on a project. However, most awards originated through NRG and its partner qualifying for Standing Offers (SO's) and Supply Arrangements (SA's). Although SO's and SA's differ in some respects, they both enable the federal government to purchase goods or services, that are commonly required, from a list of per vendors.

Since the late 1990's, NRG and its various partners have undertaken well over 300 individual projects for more than 35 different federal agencies using SO's and SA's. Each project that was successfully completed became part of NRG's corporate resume. This resume enables NRG to continue to qualify for various SO's and SA's. As NRG has grown in experience and sophistication, it has been able to both retain long standing SO's and SA's as well as receive new awards on its own merits. However, s business strategy



Indigenous Green Economy Conference

Two days of powerful conversations including keynotes from Dr. David Suzuki and Dr. Wade Davis

Naut'sa mawt Resources Group (NRG) hosted the Indigenous Green Economy Conference on March 13th and 14th, 2019 at the Four Seasons Hotel in Vancouver BC.

This event brought together First Nations, Federal and Provincial Government representatives, and knowledgeable green industry leaders to build capacity, discuss climate change initiatives, and explore practical Indigenous opportunities in alternative energy and green economics.

With over 300 participants from British Columbia Indigenous communities, the conference facilitated the sharing of knowledge and new technologies, empowering First Nations to pursue viable opportunities in the emerging green marketplace, with a focus on nation building and economic development.



PARTICIPANTS

203 DELEGATES FROM 104 BC
INDIGENOUS COMMUNITIES
PARTICIPATED.

39 GOVERNMENT DELEGATES
ATTENDED

40 PRIVATE SECTOR DELEGATES

300+ TOTAL PARTICIPANTS

PROGRAM

33 SESSIONS

16 BREAKOUTS

2 PLENARY PANELS

10 PLENARY PRESENTATIONS

3 KEY NOTE SPEAKERS

WORLD CAFE



Tsileil-Waututh leads water ceremony at Whey-ah-wichen



FINANCIAL MANAGEMENT





Naut'sa mawt
TRIBAL COUNCIL

Message from the Chief Financial Officer

Lisa Scott, Naut'sa mawt Tribal Council

It has been my pleasure to serve Naut'sa mawt Tribal Council as CFO. I thank the Board of Directors for their leadership. I also want to thank our Elders Council for ensuring that we go about our work in a respectful and good way.

This year, the Finance team at Naut'sa mawt faced unprecedented workloads. This was due to the large increase in our revenue generating activities. With the support of the Board of Directors and CAO we acquired the resources required to adapt to this growth. We built a team dedicated to protecting the integrity of our organization.

We developed a strong,

- managing our resources in alignment with our mission and values;
- actives and;
- mitigating risk by being aware of changes in our funding environment and diversifying our income

Looking forward we must maintain high standards of responsibility and transparency. Naut'sa mawt Tribal Council and our subsidiaries model integrity. Indigenous economic development has an integral role in Canada's prosperity due to;

- Our young and growing population,
- , and
- developing business sector

These all present an opportunity for our communities to play a vital role in the long-term success of the Canadian economy.



Lisa Scott, CFO
Naut'sa mawt Tribal Council

It is important that we learn from the challenges we faced and have overcome. We must put in place plans and procedures to keep us aligned with our values and our vision so that we can pursue new opportunities with intention.

This is an exciting time for Naut'sa mawt. I am proud of our Finance team for all they have accomplished this year. I am grateful to be part of an organization so dedicated to the success of our members.

Sincerely,



Lisa Scott, CFO
Naut'sa mawt Tribal Council



*Two-day Hul'qumi'num
language symposium
on May 29 and 30th
in Snuneymuxw and
Stz'uminus territory as
part of wider effort to
teach Coast Salish culture
in public schools*



r.p.
kes

NAUT'SA MAWT TRIBAL COUNCIL

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

MARCH 31, 2019

The accompanying consolidated financial statements of Naut'sa mawt Tribal Council are the responsibility of management and have been approved by the Board of Directors.

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards prescribed for governments as recommended by the Public Sector Accounting Board of CPA Canada and as such include amounts that are the best estimates and judgments of management.

Management is responsible for the integrity and objectivity of these statements and for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and is ultimately responsible for reviewing and approving the consolidated financial statements.

The Board of Directors meets periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities, and to review the consolidated financial statements and the external auditor's report.

The external auditors, Reid Hurst Nagy Inc., conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the consolidated financial statements. The external auditors have full and free access to financial management of the Tribal Council and meet when required.

On behalf of the Tribal Council:



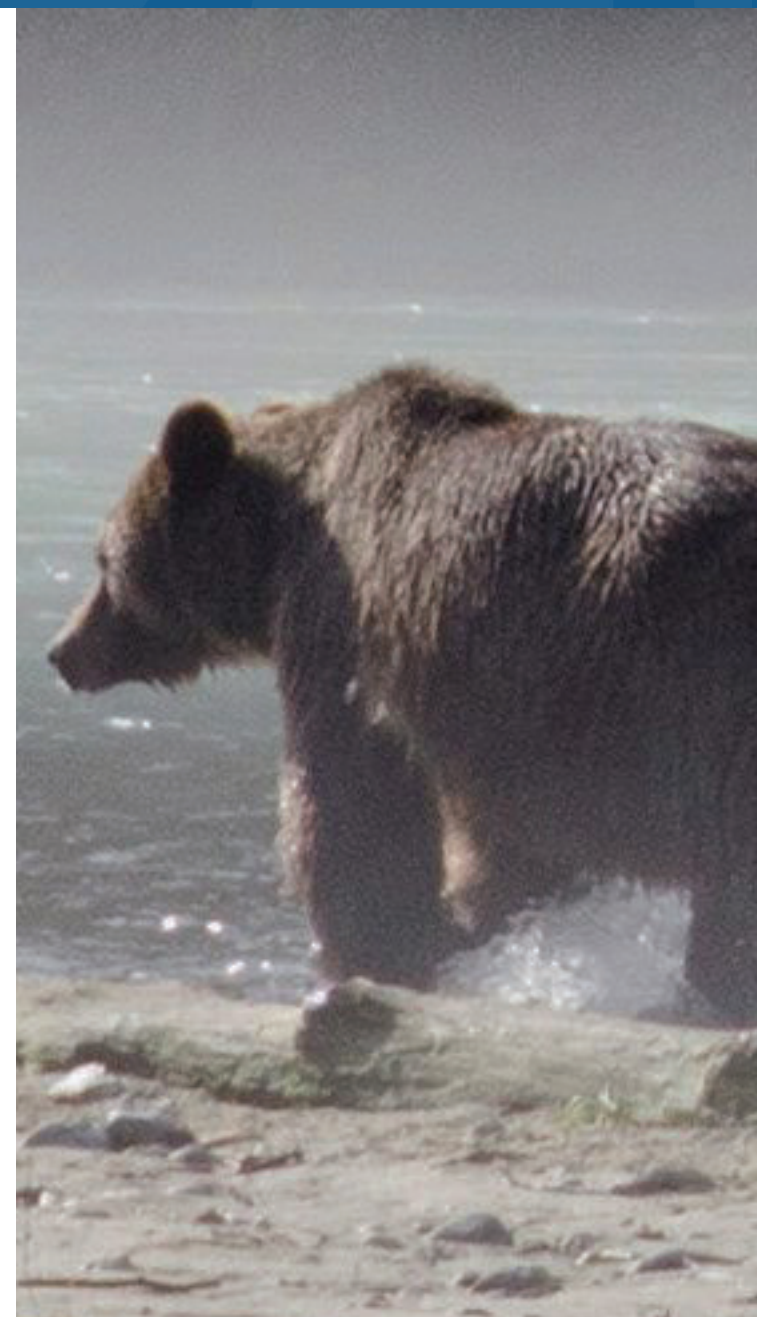
Director

Nov 14/19
Date



Director

Nov 14/2019
Date





ACCOUNTANTS AND BUSINESS ADVISORS

200 - 2000 West 12th Avenue
Vancouver, BC V6J 2G2

T: 604.736.8911
1.866.519.4723
F: 604.736.8915
info@rhncpa.com



Independent Auditor's Report

To the Members of
Naut'sa mawt Tribal Council

Qualified Opinion

We have audited the consolidated financial statements of Naut'sa mawt Tribal Council, which comprise the consolidated statement of financial position as at March 31, 2019, and the consolidated statements of revenue, expenses and accumulated surplus, change in net debt and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Tribal Council as at March 31, 2019, and the results of its consolidated operations, its changes in its consolidated net debt, and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Qualified Opinion

The Tribal Council holds an investment in a government business enterprise. We were unable to satisfy ourselves as to the carrying value of these investments because the financial records were not audited. Accordingly, we were not able to determine whether any adjustment might be necessary to the investment in a government business enterprise, the net income (loss) from these investments and the accumulated deficit in enterprise fund.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Tribal Council in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Tribal Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Tribal Council or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Tribal Council's financial reporting process.

RICHMOND VANCOUVER KELOWNA OSOYOOS
www.rhncpa.com



Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Tribal Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Tribal Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Tribal Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Basis of Accounting and Restriction of Use

Without modifying our opinion, we draw attention to Note 2(a) to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist Naut'sa mawt Tribal Council with its internal reporting to its member Nations. As a result, the financial statements may not be suitable for another purpose. Our report is intended solely for the Naut'sa mawt Tribal Council and should not be used by parties other than the Naut'sa mawt Tribal Council and its member Nations.

Report on Other Legal and Regulatory Requirements

As required by the Societies Act of British Columbia, we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Reid Hurst Nagy Inc.

REID HURST NAGY INC.
CHARTERED PROFESSIONAL ACCOUNTANTS

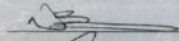
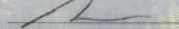
VANCOUVER, B.C.
NOVEMBER 14, 2019

NAUT'SA MAWT TRIBAL COUNCIL

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2019

	2019 \$	2018 \$
FINANCIAL ASSETS		
Cash and cash equivalents	2,404,069	5,495,852
Accounts receivable (Note 3)	9,528,321	7,715,222
Investment in government business enterprises	899,509	630,800
	<u>12,831,899</u>	<u>13,841,874</u>
LIABILITIES		
Accounts payable and accrued liabilities (Note 5)	4,568,384	5,440,560
Deferred revenue	9,458,720	10,832,619
	<u>14,027,104</u>	<u>16,273,179</u>
NET DEBT	<u>(1,195,205)</u>	<u>(2,431,305)</u>
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 8)	22,068	20,874
Prepaid expenses	2,645	463,409
	<u>24,713</u>	<u>484,283</u>
ACCUMULATED DEFICIT	<u>(1,170,492)</u>	<u>(1,947,022)</u>

APPROVED ON BEHALF OF THE NAUT'SA MAWT TRIBAL COUNCIL

 Director
 Director

NAUT'SA MAWT TRIBAL COUNCIL

CONSOLIDATED STATEMENT OF CHANGE IN NET DEBT FOR THE YEAR ENDED MARCH 31, 2019

	2019 \$	2018 \$
ANNUAL SURPLUS	<u>776,530</u>	<u>6,327</u>
Acquisition of tangible capital assets	(5,965)	(17,001)
Amortization of tangible capital assets	4,771	3,094
	<u>(1,194)</u>	<u>(13,907)</u>
Acquisition of prepaid asset	(2,645)	(463,409)
Use of prepaid asset	463,409	7,941
	<u>460,764</u>	<u>(455,468)</u>
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	<u>1,236,100</u>	<u>(463,048)</u>
NET DEBT, BEGINNING OF YEAR	<u>(2,431,305)</u>	<u>(1,968,257)</u>
NET DEBT, END OF YEAR	<u>(1,195,205)</u>	<u>(2,431,305)</u>

NAUT'SA MAWT TRIBAL COUNCIL

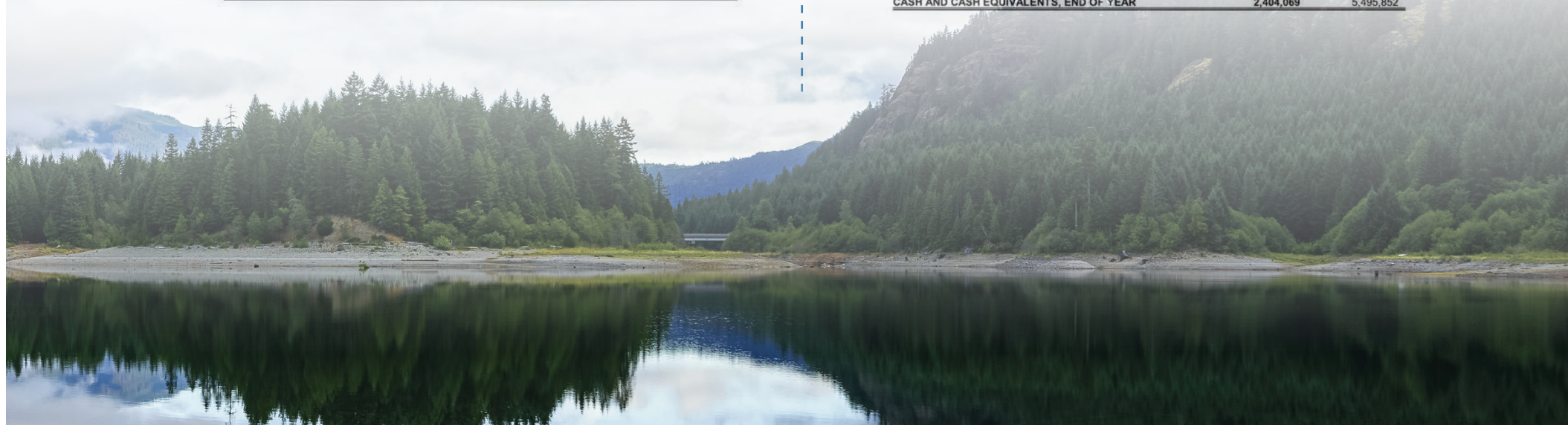
CONSOLIDATED SUMMARY STATEMENT OF REVENUE, EXPENSES AND ACCUMULATED SURPLUS FOR THE YEAR ENDED MARCH 31, 2019

	2019 Budget \$	2019 Actual \$	2018 Actual \$
REVENUE			
Indigenous Services Canada (ISC)	28,026,301	17,558,213	22,238,758
ISC Reimbursement (Recovery)	-	(27,498)	(605,924)
Province of BC	110,000	100,000	110,000
Privy Council	8,034,500	7,653,635	5,434,495
Net income (loss) from government business enterprise	-	143,113	(73,530)
Interest income	-	70,301	54,323
Other	1,388,014	554,606	451,835
Deferred revenue - prior year	230,275	10,832,620	2,719,053
Deferred revenue - current year	160,435	(9,458,721)	(10,832,620)
	37,949,525	27,426,269	19,496,390
EXPENSES			
Administration	688,342	1,652,305	1,449,092
Programs	31,174,841	24,956,834	18,000,371
Enterprise Fund	-	40,600	40,600
	31,863,183	26,649,739	19,490,063
ANNUAL SURPLUS	6,086,342	776,530	6,327
ACCUMULATED DEFICIT, BEGINNING OF YEAR	-	(1,947,022)	(1,953,349)
ACCUMULATED DEFICIT, END OF YEAR	6,086,342	(1,170,492)	(1,947,022)

NAUT'SA MAWT TRIBAL COUNCIL

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED MARCH 31, 2019

	2019 \$	2018 \$
OPERATING ACTIVITIES		
ANNUAL SURPLUS	776,530	6,327
Items not affecting cash		
Amortization	4,771	3,094
Net (income) loss from government business enterprise	(143,113)	73,530
	638,188	82,951
Change in non-cash items on statement of financial position		
Accounts receivable	(1,813,099)	(6,468,896)
Prepaid expenses	460,764	(455,468)
Accounts payable and accrued liabilities	(872,176)	2,248,365
Deferred revenue	(1,373,899)	8,113,566
	(2,960,222)	3,520,518
CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	(5,965)	(17,001)
INVESTING ACTIVITIES		
Due from government business enterprise	(125,596)	(88,299)
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(3,091,783)	3,415,218
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	5,495,852	2,080,634
CASH AND CASH EQUIVALENTS, END OF YEAR	2,404,069	5,495,852



NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2019

1. NATURE OF OPERATIONS

The Naut'sa mawt Tribal Council (Tribal Council) is a non-profit society, incorporated in 1983, that proudly serves eleven member First Nations. Funding support includes Indigenous Services Canada and from own source revenue which includes joint ventures, corporate subsidiaries, event management, and project management services.

The Tribal Council offers services in five core delivery areas that include: economic development; financial management; community planning; technical services; and governance.

The Tribal Council is governed by a Board of Directors, made up of one representative from each of the eleven member First Nations, appointed annually by their respective Councils.

2. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with Canadian public sector accounting standards for governments as recommended by the Public Sector Accounting Board of CPA Canada.

(a) Basis of Accounting

As an not-for-profit organization, the Tribal Council should adhere to the standards applicable to not-for-profit organization in Part III of the CPA Canada Handbook - Accounting. Accordingly, the Tribal Council is required to prepare its financial statements using Accounting Standards for Not-for-Profit Organizations. Management has determined that the internal reporting needs of the Tribal Council and its member Nations are met through the use of Public Sector Accounting Standards (PSAS) excluding 4200 series from CPA Canada Public Sector Accounting Handbook, therefore, these financial statements have been prepared in accordance with the framework of PSAS. Since PSAS is not designed to necessarily meet the needs of all stakeholders of the Tribal Council and users of the financial statements, the readers of these financial statements may require additional information.

(b) Principles of Consolidation

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of entities which are controlled by the Tribal Council. Controlled entities are consolidated, except for government business enterprises (GBE) which are accounted for by the modified equity method. All inter-fund and inter-organization transactions and balances have been eliminated on consolidation.

The Tribal Council records its investments in GBE on the modified equity basis. Under the modified equity basis, the GBE accounting policies are not adjusted to conform with those of the Tribal Council and inter-entity transactions and balances are not eliminated. The Tribal Council recognizes its equity interest in the annual earnings or loss of the GBE in its consolidated statement of operations with a corresponding increase or decrease in its investment asset account. Any dividends or other cash distributions that the Tribal Council may receive from the GBE will be reflected as deductions in the investment asset account.

Entities accounted for on a modified equity basis include:

- Naut'sa Mawt Resources Group Inc. (NRG) - 100% Interest

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2019

2. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES (continued)

(c) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, balances with banks net of bank overdrafts and term deposits having a maturity of three months or less at acquisition which are held for the purpose of meeting short-term cash commitments.

(d) Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset.

Leases that transfer substantially all the benefits and risks of ownership to the lessee are recorded as capital leases. Accordingly, at the inception of the leases, the tangible capital asset and related lease obligations are recorded at an amount equal to the present value of future lease payments discounted at the lower of the interest rate inherent in the lease contracts and Naut'sa mawt Tribal Council's incremental cost of borrowing.

Amortization is provided for on a declining balance basis over their estimated useful lives as follows:

Buildings	4% Declining balance
Computer equipment	20% Declining balance
Furniture and equipment	20% Declining balance

Tangible capital assets are written down when conditions indicate that they no longer contribute to Naut'sa mawt Tribal Council's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as expenses in the consolidated statement of operations.

Contributed tangible capital assets are recorded into revenues at their fair value on the date of donation, except in circumstances where fair value cannot be reasonably determined, in which case they are recognized at nominal value. Transfers of tangible capital assets from related parties are recorded at carrying value.

Certain assets which have historical or cultural value, including works of art, historical documents and historical and cultural artifacts, are not recognized as tangible capital assets. Assets under construction are not amortized until the asset is available to be put into service.

(e) Measurement Uncertainty

The preparation of financial statements in conformity with Canadian public sector accounting standards for governments requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Items requiring the use of significant estimates include amortization, allowance for doubtful accounts and accruals. Actual results could differ from those estimates.

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2019

2. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) Revenue Recognition

Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Contributions from other sources are deferred when restrictions are placed on their use by the contributor, and are recognized as revenue when used for the specific purpose.

Revenue related to fees or services received in advance of the fees being earned or the services performed is deferred and recognized when the fees are earned or the services performed.

(g) Financial Instruments

Financial instruments are initially classified upon initial recognition as a fair value or an amortized cost instrument. The fair value category includes investments in equity instruments that are quoted in an active market, and any other items elected by the Tribal Council to be recorded at fair value. All other financial instruments, including financial instruments with related parties for which fair value cannot be estimated, are recorded at amortized cost. Transaction costs directly attributable to the acquisition or issue of a financial instrument are added to the amortized cost or expensed if related to instruments recorded on a fair value basis. The effective interest rate method is used to measure interest for financial instruments recorded at amortized cost.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss, calculated as the excess of the net recoverable amount of the asset and its carrying value, is reported in the statement of operations and any unrealized gain is adjusted through the statement of remeasurement gains and losses.

When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations.

The Tribal Council's financial instruments consist of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities. It is management's opinion that the Tribal Council is not exposed to significant interest rate, market, currency, credit, or liquidity risks arising from these financial instruments and that the fair value of these financial instruments approximate their carrying values.

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2019

3. ACCOUNTS RECEIVABLE

	2019	2018
	\$	\$
ISC	158,401	1,418,699
GST/HST Public Service Bodies' Rebate	782,552	352,860
Others	8,768,769	6,138,478
	9,709,722	7,910,037
Allowance for doubtful accounts	(181,401)	(194,815)
	9,528,321	7,715,222

4. INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISE

The investment in Naut'sa Mawt Resources Group Inc. (NRG) consists of the following:

	2019	2018
	\$	\$
Investment in NRG	(1,349,710)	(1,492,823)
Due from NRG - (i)	2,249,219	2,123,623
Interest bearing loan - (ii)	580,000	580,000
Interest receivable - interest bearing loan	267,181	226,581
Allowance for doubtful account - principal and interest of the interest bearing loan	(847,181)	(806,581)
	899,509	630,800

- i) The amount due from NRG is unsecured and without interest or fixed terms of repayment.
- ii) The interest rate on the interest bearing loan due from NRG is 7% per annum. The loan principal and interest was due on August 31, 2018. The Tribal Council charged NRG \$40,600 (2018: \$40,600) of interest on the loan and the same amount was set up as allowance for doubtful account. The loan was not settled as of the date of the Independent Auditor's Report nor any arrangements made for the repayment of same.

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2019

4. INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISE, continued

As disclosed in the Independent Auditor's Report, the financial information for NRG has not been audited. The unaudited financial information of NRG for year ended March 31, 2019 and 2018 are presented as follows:

	2019	2018
	\$	\$
Cash	534,187	50,149
Accounts receivable	621,718	133,248
Government remittances	23,304	-
Capital assets	913	1,225
Investment	1,539,414	1,425,625
Other assets	-	21,262
Total assets	2,719,536	1,631,509
Accounts payable	787,284	97,305
Government remittances	-	88,861
Due to shareholder	2,245,253	2,131,585
Due to joint ventures	189,528	-
Note payable	847,181	806,581
Total liabilities	4,069,246	3,124,332
Share capital	50	50
Deficit	(1,349,760)	(1,492,873)
Total equity	(1,349,710)	(1,492,823)
Total liabilities and equity	2,719,536	1,631,509
Revenue	1,361,281	831,856
Interest	648	454
Income (loss) on investment	113,790	174,798
Others	123,534	(133,089)
Total revenue	1,599,253	874,019
Direct cost	1,262,269	716,033
Expenses	193,871	231,516
Total expenses	1,456,140	947,549
Net income	143,113	(73,530)

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2019

5. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2019	2018
	\$	\$
Accounts payable	3,851,621	4,786,244
Amounts payable to ISC	612,180	621,448
Government remittance payable	21,110	6,793
WCB payable	2,272	-
Pension payable	26,993	8,269
Vacation accrual payable	54,208	17,806
Total	4,568,384	5,440,560

The vacation accrual liability is comprised of the vacation that employees are deferring to future years. Employees have either earned the benefits or are entitled to these benefits within the next budgetary year.

The Tribal Council provides a defined contribution plan for eligible members of its staff. Members are required to contribute 5% of their salary and the Tribal Council is required to match their contribution of 5%. The amount of the retirement benefit to be received by the employees will be the amount of the retirement annuity that could be purchased based on the member's share of the pension plan at the time of the member's withdrawal from the plan. The Tribal Council contributed during the year \$55,398 (2018: \$39,701) for retirement benefits. The Tribal Council does not have any other obligations with regards to the pension plan as at March 31, 2019.

6. DEFERRED REVENUE

	2019	2018
	\$	\$
ISC	9,203,524	10,536,938
Others	255,196	295,681
Total	9,458,720	10,832,619

7. ACCUMULATED SURPLUS (DEFICIT)

	2019	2018
	\$	\$
Restricted		
Capital Reserve Fund	452,992	452,992
Unrestricted		
Operating Fund	(15,033)	(630,256)
Enterprise Fund	(1,630,519)	(1,773,632)
Invested in Tangible Capital Assets	22,068	3,874
Total	(1,623,484)	(2,400,014)
Total	(1,170,492)	(1,947,022)

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2019

8. TANGIBLE CAPITAL ASSETS

	Cost			Accumulated amortization			2019 net book value
	Balance, beginning of year \$	Additions \$	Balance, end of year \$	Balance, beginning of year \$	Amortization \$	Balance, end of year \$	
Computer equipment	89,286	5,965	95,251	70,882	494	71,376	23,875
Furniture and equipment	11,332	-	11,332	8,862	4,277	13,139	(1,807)
	<u>100,618</u>	<u>5,965</u>	<u>106,583</u>	<u>79,744</u>	<u>4,771</u>	<u>84,515</u>	<u>22,068</u>

	Cost			Accumulated amortization			2018 Net book value
	Balance, beginning of year \$	Additions \$	Balance, end of year \$	Balance, beginning of year \$	Amortization \$	Balance, end of year \$	
Computer equipment	72,285	17,001	89,286	68,406	2,476	70,882	18,404
Furniture and equipment	11,332	-	11,332	8,244	618	8,862	2,470
	<u>83,617</u>	<u>17,001</u>	<u>100,618</u>	<u>76,650</u>	<u>3,094</u>	<u>79,744</u>	<u>20,874</u>

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2019

9. DIRECTORS REMUNERATION

Section 36(1)(a) of the British Columbia Societies Act requires that all remuneration paid to directors be disclosed and listed individually. For the fiscal year ending March 31, 2019, the Tribal Council paid the following:

	2019 \$
Chairman	2,400
Director/Chairman	1,800
Director/Vice-Chair	3,000
Director - Chiefs:	
	400
	800
	800
	1,600
	400
	1,600
Director - Proxy and Elders:	
	125
	2,400
	2,000
	2,000
	400
	400
	400
	800
	21,325

10. EMPLOYEES/CONTRACTORS REMUNERATION

Section 36(1)(b) of the British Columbia Societies Act also requires that all remuneration paid to employee/contractor that is greater than \$75,000 be disclosed. For the fiscal year ending March 31, 2019, the Tribal Council paid the following:

	2019 \$
Chief Administration Officer	120,330
Chief Financial Officer	101,069
Controller	77,499
Director of Advisory Services	79,310
Director of Communications	142,359
	520,567

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2019

11. EXPENSES BY OBJECT

	2019 Budget \$	2019 Actual \$	2018 Actual \$
Advertising	30,000	8,570	2,501
Amortization	-	4,771	3,091
Bad debt	-	70,996	50,911
Catering	2,565,598	2,160,605	1,046,071
Contractor	24,706,481	18,178,971	13,803,681
Donations	-	-	2,001
Equipment rental	-	52,018	43,931
Family accommodation and travel	1,152,100	1,352,519	1,135,921
Grants cultural	-	33,000	21,001
Honorariums	122,826	75,712	80,121
Insurance	-	5,928	9,591
Interest and bank charges	-	5,420	2,911
Meeting	2,662,100	2,739,356	1,761,231
Office and supplies	57,325	200,992	257,951
Professional fees	-	77,514	72,351
Rent	-	19,841	19,831
Repairs and maintenance	-	18,868	16,291
Telephone and utilities	-	31,027	33,731
Travel	395,570	550,011	296,661
Wages and benefits	171,183	1,063,620	830,191
	31,863,183	26,649,739	19,490,061

12. ECONOMIC DEPENDENCE

Naut'sa mawt Tribal Council receives a significant portion of its revenue pursuant to a funding agreement with ISC. The nature and extent of this revenue is of such significance that the Tribal Council is economically dependent on this source of revenue.

13. BUDGET INFORMATION

Budgeted figures have been provided for comparison purposes and have been derived from the estimates approved by the Board of Directors.

14. COMPARATIVE AMOUNTS

Certain comparative amounts have been reclassified to conform with the presentation adopted in the current period.

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2019

15. SEGMENTED INFORMATION

	2019 Budget \$	Administration 2019 Actual \$	2018 Actual \$	2019 Budget \$	Programs 2019 Actual \$	2018 Actual \$
Revenues						
ISC	450,000	562,084	552,014	27,576,301	16,996,129	21,686,744
ISC Reimbursement (Recovery)	-	15,924	-	-	(43,422)	(605,924)
Province of BC	-	-	-	110,000	100,000	110,000
PRIVY COUNCIL (FEDERAL)	-	-	-	8,034,500	7,653,635	5,434,495
Interest income	-	29,701	13,723	-	-	-
Other revenue	-	90,199	98,464	1,778,724	1,838,306	(7,760,196)
Total revenue	450,000	697,908	664,201	37,499,525	26,544,648	18,865,119
Expenses						
Contractor	191,484	148,786	164,133	24,514,997	18,030,186	13,639,553
Meeting	138,174	5,422	1,255	2,523,927	2,733,934	1,759,975
Catering	36,300	29,558	47,410	2,529,298	2,131,047	998,664
Family accommodation and travel	-	-	-	1,152,100	1,352,519	1,135,925
Wages and benefits	159,133	915,441	750,902	12,050	148,179	79,294
Travel	105,413	137,595	141,890	290,157	412,416	154,773
Office and supplies	3,638	105,901	88,482	53,687	95,093	169,477
Professional fees	-	77,514	72,357	-	-	-
Other expenses	54,200	232,088	182,663	98,625	53,460	62,710
Total expenses	688,342	1,652,305	1,449,092	31,174,841	24,956,834	18,000,371
Annual surplus (deficit)	(238,342)	(954,397)	(784,891)	6,324,684	1,587,814	864,748

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2019

15. SEGMENTED INFORMATION, continued

	2019 Budget \$	Enterprise Fund 2019 Actual \$	2018 Actual \$	2019 Budget \$	Capital Reserve Fund 2019 Actual \$	2018 Actual \$	2019 Budget \$	2019 Actual \$	2018 Actual \$
Revenues:									
ISC	-	-	-	-	-	-	28,026,301	17,558,213	22,238,758
ISC Reimbursement (Recovery)	-	-	-	-	-	-	-	(27,498)	(605,924)
Province of BC	-	-	-	-	-	-	110,000	100,000	110,000
PRIVY COUNCIL (FEDERAL)	-	-	-	-	-	-	8,034,500	7,653,635	5,434,495
Net income from government business enterprises	-	143,113	(73,530)	-	-	-	-	143,113	(73,530)
Interest income	-	40,600	40,600	-	-	-	-	70,301	54,323
Other revenue	-	-	-	-	-	-	1,950,153	1,928,505	(7,661,732)
Total revenue	-	183,713	(32,930)	-	-	-	37,949,525	27,426,269	19,496,390
Expenses:									
Contractor	-	-	-	-	-	-	24,706,481	18,178,972	13,803,686
Meeting	-	-	-	-	-	-	2,662,101	2,739,356	1,761,230
Catering	-	-	-	-	-	-	2,565,598	2,160,605	1,046,074
Family accommodation and travel	-	-	-	-	-	-	1,152,100	1,352,519	1,135,925
Wages and benefits	-	-	-	-	-	-	171,183	1,063,620	830,196
Travel	-	-	-	-	-	-	395,570	550,011	296,663
Office and supplies	-	-	-	-	-	-	57,325	200,994	257,959
Professional fees	-	-	-	-	-	-	-	77,514	72,357
Other expenses	-	40,600	40,600	-	-	-	152,825	326,148	285,973
Total expenses	-	40,600	40,600	-	-	-	31,863,183	26,649,739	19,490,063
Annual surplus (deficit)	-	143,113	(73,530)	-	-	-	6,086,342	776,530	6,327



STAFF DIRECTORY



Cody Aginas
Comptroller
250-324-1800 ext 23
codya@nautsamawt.com



Silver Anderson
Finance Clerk
604-943-6712
silvera@nautsamawt.com



Erik Blaney
ETSU Advisor
604-483-1308
erikb@nautsamawt.com



Eric Blueschke
Housing Policy/ ETSU
250-380-8762
eric@blueschke.com



John Bolton
ETSU Advisor
604-980-5783
johnb@nautsamawt.com



Valerie Cross-Blackett
(Chemkwaat)
Director of Advisory Services /Governance
604-329-6815
valeriecb@nautsamawt.com



Allison Gavin
Director of Events and Meetings
604-943-6712
allisong@nautsamawt.com



Bronwen Geddes
Community Planning
778-999-5924
bronweng@nautsamawt.com



Dale Komanchuck
Infrastructure Advisor
778-239-9880
dalek@nautsamawt.com



Kelly Landry
Director of Communications
250-324-1800
kellyl@nautsamawt.com



Cara McKenna
Editor / Journalist
604-366-6215
caradawnmckenna@gmail.com



Debbie Minton
Executive Assistant
604-943-6712
debbiem@nautsamawt.com



Edith Moore (Tut'Keet)
Communication Liaison
250-324-1800
edithm@nautsamawt.com



Todd Peacey
Photographer
250-926-0518
toddp@nautsamawt.com



Nicole Pelland
Project Coordinator
604-943-6712
nicolep@nautsamawt.com



Cathy Ramli
Receptionist / Events Assistant
604-943-6712
cathyr@nautsamawt.com



Gary Reith
Chief Administrative Officer
604-943-6712
garyr@nautsamawt.com



Lisa Scott
Chief Financial Officer
250-324-1800
lisas@nautsamawt.com



Manoj Sood
Business Development Manager
604-723-8355
manoj@nautsamawt.com



Nicole Thompson
Accounting Technician
250-324-1800 Ext 28
nicolet@nautsamawt.com



Bailey Tinkler
Finance Assistant
250-324-1800 Ext 32
baileyt@nautsamawt.com

Culture siyólexwe DAX,ET Naut'sa mawt
s'iwesá:ylhem xa-usthelum Learn
Osiem 'imush q'ép Emot? Sul-hween
Integrity Osiem ti:sx^wəs Walk WÍÇSENEK
Hwiyunem totí:lt ÇEN,TOL NECITEL
łaxay WÍÇSENEK Collaborate ta?ow
xa-usthelum ti:sx^wəs ímexstexw
Together čiyε?anəttıwšəm q'ép
DAX,ET Naut'sa mawt siyólexwe
SIIÁM TFE NE SCÁLEĆ Together'imush
Ni'wut Sul-hween?εməš q'ép totí:lt
ímexstexw Respect s'iwesá:vlhem



Naut'sa mawt
TRIBAL COUNCIL

